

Briefing Paper on "Rotation"

Whether held by managers or employees, there appears to be widespread perception that there are many barriers to movement in the Agency. A corollary is the belief that comparatively few individuals have changed components or Directorates.

The Executive Advisory Group asked the Office of Personnel to look into the record with respect to rotation. What it found was reassuring to Agency management. It can be demonstrated that management is taking an active part in promoting those kinds of rotation that support executive development and provide needed skills. With respect to employee-initiated rotation, it is apparent that employees can and do take initiative to qualify for and to obtain better jobs within the Agency. This process is being assisted through career counseling.

Actually we find that there has been extensive movement within the Agency. In a large representative sample of the Agency's employees, one-third answered Yes to the question, "Have you ever served in more than one Directorate? (Actually held a different position in another Directorate)". To the related question, "Have you served in more than one component within your Directorate? (Actually held a different position in another component)", 47 percent responded Yes. (See Table 1).

Management of course has interest in the kinds and amount of inter-Directorate flow. How much of it is developmental or based on the identification of individuals who would benefit from an assignment in another Directorate? How much of it is the result of searching across Directorate lines for an individual qualified to fill a position becoming

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available? During FY 1975, 50 rotational assignments were for developmental purposes while 96 were to meet need for skills. (See Table 2). Actually, the number of such inter-Directorate assignments exceeded the projection for the year in the Annual Personnel Plan (146 compared to exception of 114).

Despite these facts, we find that only 20 percent of the employees surveyed replied Yes to the question, "Is there adequate opportunity to transfer among the various Directorates in the Agency?" Only 38 percent felt that there is adequate opportunity for rotational assignments to other positions within their own Career Service. (See Table 3).

From management's view, there is evidence of a substantial amount of mobility within the Agency, even across Directorate lines. From the employee's viewpoint, this mobility is not adequate. Why?

Some difference in perception of adequacy is inherent in the management responsibility to match job requirements and qualified individuals, with personal interests and considerations necessarily being subordinated to the Agency's requirements for the employee's services. [] statement of policy on reassignments). The individual's preferences are considered but are not the dominant consideration.

Considerations that affect change of assignment are truly multidimensional. Some of these dimensions which differentiate the kind of job movement involved are:

- Is it in one's speciality or not?
- Is it developmental (to add additional skills or perspective) or not?
- Is it planned or ad hoc?
- Is it to satisfy an outside requirement for the qualifications of the employee or not?

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- Is it on management's initiative or the employee's?
- Does it involve field assignment or not?
- Is the change for a fixed term or not?
- Are there return privileges or not?
- Is the new assignment within one's own career field or in another?
- Is the move across organizational lines or not?
- Is the new job expected to be more challenging or interesting or not?
- Does the new job offer greater promise of promotion or not?
- Does the new job require change of geographic location or not?
- Does the new job involve greater personal inconvenience or not?

Brief reflection on these dimensions will reveal the difficulty management faces in responding adequately to the preferences of individual employees with respect to assignment. For some assignments there will be an ample supply of qualified candidates, and some must be disappointed. For others there may be a short supply of candidates, or yet the job must be done with the best qualified of the available candidates. Again, the preference of the employee may not be satisfied.

Though only 20 percent of the employees responding thought that there is adequate opportunity to transfer among the various Directorates in the Agency, it is not reasonable to conclude that 80 percent of the employees wish to change Directorates.

For those who are looking for a better or more challenging job within the Agency, their career counselors are available to advise them or, if they wish to change fields, to put them in contact with career counselors

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even in other Directorates. The interested employee can get information about the job outlook and about what he or she can do to enhance qualifications for some desired alternative job.

12. Have you ever served in more than one Directorate?
(Actually held a different position in another Directorate.)

Yes	33	
No	67	
	<u>Yes</u>	<u>No</u>
GS 1-4	15	85
5-8	33	67
9-11	25	75
12-13	34	66
14-15	42	58
16 plus	47	53
DDA	35	65
DDI	25	75
DDO	28	72
DDS&T	42	58
ODCI	73	27

13. Have you served in more than one component within your Directorate?
(Actually held a different position in another component)

	<u>Yes</u>	<u>No</u>
Total Response	47	53
GS 1-4	30	70
5-8	46	54
9-11	39	61
12-13	49	51
14-15	59	41
16 and plus	58	42
DDA	40	60
DDI	39	61
DDO	62	38
DDS&T	45	55
ODCI	41	59

76. Is there adequate opportunity to transfer among the various Directorates in the Agency?

	<u>Yes</u>	<u>No</u>	<u>?</u>
Total Response	20	52	27

(Basic pattern of this response holds for most demographic aspects of the response)

77. Is there adequate opportunity for rotational assignments to other positions in your Career Service?

Total Response	38	38	22
GS 1-4	38	18	42
5-8	22	45	29
9-11	36	38	24
12-13	46	36	17
14-15	51	31	18
16 and plus	54	33	11
DDA	45	34	20
DDI	35	42	22
DDO	36	38	24
DDS&T	36	39	23
ODCI	18	55	24
Male	44	35	20
Female	26	43	27

TABLE

FY 75 ROTATIONS

Career Service	Officers GS-14/Above	Reason for Rotation		Officers GS-13/Below	Reason for Rotation	
		Developmental (Incl PDP plans)	Provide Expertise		Developmental	Provide Expertise
DDO	18	6	12	16	13	3
		N.B. - 50 DDO Officers served in OTR at some point during FY 75.				
DDI	25	5	20	19	9	10
DDS&T	15	5	10	14	5	9
DDA	18	2	16	21	5	16
E	0	0	0	0	0	0
		N.B. - E Service presently has 7 Officers on rotation to the Directorate.				
TOTAL	76	18	58	70	32	38